USAID
FROM THE AMERICAN PEOPLE

USAID POLICY ON COOPERATION WITH THE DEPARTMENT OF DEFENSE

June 2015

USAID POLICY ON COOPERATION WITH THE DEPARTMENT OF DEFENSE

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LETTER FROM THE ADMINISTRATOR

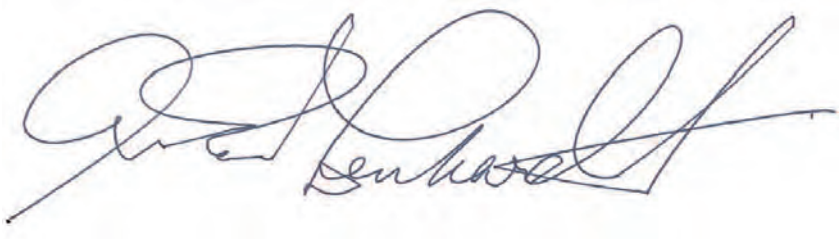
I am pleased to share USAID's Policy on Cooperation with the Department of Defense with you. Building on a long legacy of cooperation with our military colleagues in the world's toughest environments, this policy lays out an essential roadmap for future collaboration. It was created with the input of our nation's military leaders, diplomats, and development professionals who all recognize that we shoulder the same mission: to safeguard not only our nation's borders, but our national creed, which upholds the dignity of every individual.

This policy is an update to the Agency's 2008 Civilian-Military Cooperation Policy, which builds upon lessons learned from working with the military in an array of challenging environments – from mitigating conflict in Iraq and Afghanistan, to rooting out instability in Ethiopia and Colombia. As a blueprint for our entire staff, this policy will allow us to align policies, streamline processes, and create programs that maximize our collective impact.

This policy reflects a new way of doing business – one grounded in harnessing innovation, local leadership, and public-private partnerships to deliver real results. As part of that effort, we are embracing creative development solutions that we can implement alongside our military partners. We worked hand-in-hand with military personnel to tackle the Ebola epidemic in West Africa. Military engineers oversaw the building of new Ebola Treatment Units; military logisticians directed the deployment of life-saving resources from across the globe; and military doctors supported the brave men and women who treated patients every day. Just 10 months after the first U.S. government personnel deployed, cases were cut down by 80 percent.

Today, in the face of several crises – from conflict in Syria to disaster in Nepal – we are deploying this same approach, focusing on how we can collaborate with the military to save lives faster than ever before. Guided by this policy, we will partner with the military to address persistent challenges that unhinge fragile communities, such as chronic hunger, climate change, and water insecurity.

By working closely with our colleagues in the military, we can become more efficient and effective than ever before. In doing so, we will advance our ambitious mission of ending extreme poverty and promoting resilient, democratic societies – and ensure that every child, everywhere, has a chance to seize their potential.



Alfonso E. Lenhardt
Acting Administrator
U.S. Agency for International Development

1 PURPOSE

This policy updates the Civilian-Military Cooperation Policy issued in July 2008, which established the foundation for cooperation between the United States Agency for International Development (USAID) and the United States Department of Defense (DoD). The 2008 policy established civilian-military cooperation as fundamental to a whole-of-government approach to contemporary national security challenges in keeping with the increasingly important role of development in advancing national security priorities along with defense and diplomacy.[1]

This document builds upon the 2008 policy and incorporates what USAID has learned from working with DoD into updated and expanded guidance for all USAID personnel. Increasingly, USAID and DoD share the same operating space. In order to cooperate effectively in the diverse places where USAID and DoD personnel find each other, it is important to draw upon lessons from experiences in Iraq and Afghanistan and from cooperation in other countries and regions where we have worked together, including Colombia, the Philippines, the Balkans, and the Sahel.

This policy document articulates a set of guiding principles to establish parameters for USAID cooperation with DoD and clarifies the context for that cooperation. These are followed by a set of operating principles, which articulate how that cooperation takes place in the form of cooperative structures and personnel exchanges and across USAID's Program Cycle, which includes policy and strategy development, planning, project design and implementation, evaluation and monitoring, and learning and adapting.[2]

Implementation Guidance will be issued in stages following publication of this policy to provide practical guidance for USAID personnel to apply the policy where USAID and DoD have linkages in various sectors and issue areas. This new guidance will replace the Civilian-Military Implementation Guidelines issued with the 2008 policy.

USAID Senior Development Advisor to U.S. Africa Command (USAFRICOM), Kevin Mullally, center, makes a point to colleagues at the Joint Sahel Project Development Game, May 14, 2014. Following a meeting between USAID Administrator Rajiv Shah and Admiral William McRaven, Commander of U.S. Special Operations Command (USSOCOM), both launched the Joint Sahel Project to foster a shared understanding of conflict and resilience factors in the Sahel. The project culminated in a "Development Game" that helped identify strategies the USG can employ to help the region achieve sustainable, peaceful development. USSOCOM, USAFRICOM and the Department of State were key partners in this effort.

Credit: USAID/Samantha Novick

[1] The role of development in support of our national security priorities has grown in importance since the 2002 National Security Strategy (NSS). The 2010 NSS asserts that development is a "strategic, economic, and moral imperative," and that with diplomacy, development can "help prevent conflict, spur economic growth, strengthen weak and failing states, lift people out of poverty, combat climate change and epidemic disease, and strengthen institutions of democratic government." This was echoed in the recently released 2015 NSS, which names development, along with diplomacy, as our first line of action in defense and promotion of America's interests.

[2] The "Program Cycle" is USAID's framework for describing a common set of processes intended to achieve more effective development interventions and maximize impacts. For more information and resources on the Program Cycle, see the USAID Learning Lab at http://usaidlearninglab.org/library/usaid-program-cycle-101.

2 POLICY STATEMENT

USAID's mission is to partner to end extreme poverty and to promote resilient, democratic societies while advancing our security and prosperity. USAID-DoD cooperation is an essential condition for the achievement of U.S. development and defense objectives. More specifically, USAID and DoD personnel must have an understanding of and respect for each other's roles and responsibilities, policies and strategies, and plans and programs. In the past, the absence of mutual understanding has sometimes led to confusion about roles, duplication of effort, and disappointing outcomes. This revised policy seeks to address this overarching lesson, which is captured in each of the principles articulated in this document.

It is USAID policy for its personnel to cooperate with DoD in order to support the Agency's mission and advance its objectives. USAID will invest its cooperative efforts in areas with the greatest potential for positive results.

Residents of the Ali Sabieh District in Djibouti visit the new Guistir Clinic during the facility dedication event, February 2011. The $450,000 project was the direct result of efforts between USAID, the Djibouti Ministry of Health, and Combined Joint Task Force - Horn of Africa (CJTF-HOA), and provides health care for 400 families. Planning and coordination for the clinic was streamlined due to improved interagency coordination, more specific civil-military guidance, and USAID's inclusive leadership of development.
Credit: CJTF-HOA

3 GUIDING PRINCIPLES FOR USAID COOPERATION WITH DoD

The principles below will guide USAID personnel in implementing this policy:

3.1 Mutual understanding of each other's roles and responsibilities is the basis for USAID-DoD cooperation

USAID and DoD have unique and differentiated roles and responsibilities to achieve objectives articulated in the U.S. National Security Strategy and subordinate strategic guidance.[3] USAID will work to create an environment that fosters mutual understanding and respect and recognizes that USAID and DoD each lead a pillar of the Diplomacy-Development-Defense national security framework along with the U.S. Department of State, which is the lead federal agency for developing and implementing foreign policy. Because USAID and DoD do not share the same lexicon for fundamental responsibilities such as humanitarian assistance, focused efforts to foster mutual understanding become even more important.

USAID is the lead development agency of the U.S. Government (USG). The Agency offers a comparative advantage through its field presence and pool of skilled, experienced professionals. USAID contributes to national security objectives by addressing global challenges such as extreme poverty, food insecurity, poor governance, infectious disease, water scarcity, and climate change through strategic, sustained, and long-term development programs. When USAID succeeds in helping other countries address these challenges, the Agency may reduce security risks by preventing them from becoming crises and conflicts.

A U.S. Air Force student from the National War College asks a question at a USAID briefing in Washington, D.C., January 11, 2013. USAID sends students and faculty to several U.S. military schools and institutions each year, and routinely hosts briefings for members of the military to ensure transparency and mutual understanding.
Credit: USAID/Patricia Adams

USAID is also responsible for providing humanitarian assistance and coordinating the USG response to declared disasters in foreign countries. USAID's Office of U.S. Foreign Disaster Assistance (OFDA), Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA), is the lead USG organization for the management and coordination of the USG international disaster response. This policy complements existing USAID policies regarding disaster response activities, and OFDA standard operating procedures will continue to be used in these situations.[4]

[3]Subordinate strategies include Presidential Policy Directives as well as the Quadrennial Diplomacy and Development Review for USAID and the Department of State and the Quadrennial Defense Review for DoD.
[4]USAID's Office of U.S. Foreign Disaster Assistance (OFDA) provides regular guidance on disaster planning and response. For more information on existing USAID policies and procedures regarding this, contact OFDA's Military Liaison Team at MLTDC@usaid.gov.

DoD prioritizes three strategic pillars: defending the homeland, building security globally by projecting U.S. influence and deterring aggression, and remaining prepared to win decisively against any adversary should deterrence fail.[5] DoD contributes to the achievement of national security objectives in part through strategic military-to-military engagement, which may foster the development of more effective, legitimate, and sustainable armed forces under civilian control and oversight, respectful of human rights, and subject to the rule of law. DoD also provides important assistance to civilian populations overseas, including response to natural disasters and complex emergencies. When planned and implemented appropriately, these short-term DoD activities may contribute to broader civilian efforts that help societies build resilience to shocks, create more secure environments for sustainable development, and rise out of extreme poverty.

3.2 USAID will apply selectivity and focus to its engagements with DoD

Within the constraints of Agency resources, USAID will prioritize cooperation in areas where both organizations are operating and where cooperation will advance U.S. national security, global development, and humanitarian assistance objectives. In order to realize the greatest return on its investment in engagements with DoD, USAID will focus its cooperative efforts on DoD processes that correspond to USAID's Program Cycle—especially when those efforts support the Agency's core development objectives.[6] Cooperation with DoD will not divert USAID resources away from its core objectives.

3.3 Cooperation with DoD occurs in different degrees depending on context

For the purposes of this policy, USAID defines cooperation with DoD as occurring at three basic levels: communication, coordination, and collaboration.

Communication is the most basic form of civilian-military cooperation and entails the exchange of information when USAID and DoD personnel may be working in close proximity but conducting separate activities with distinct goals and objectives. The purpose of communication is to provide a shared awareness of activities between the two agencies. USAID staff will promote regular communications with DoD to enhance shared understanding of environmental contexts and to align programs and activities.

The next form of civilian-military cooperation is ***coordination***, which is required when USAID and DoD share objectives and must work together to achieve them, or when the activities of one agency may affect those of the other. Effective coordination better aligns approaches to development and security and can therefore enable better outcomes in certain contexts. In these cases, USAID will coordinate with DoD to promote more effective problem solving and to align plans and activities toward the achievement of common objectives.

Cooperation with DoD will most often entail communication and coordination. In some cases, however, a situation may require close ***collaboration*** in which personnel from each institution co-locate overseas or at headquarters. Such situations may require prior decision by senior Agency leaders in accordance with the appropriate legal authorities and interagency agreements, where applicable.

3.4 USAID may serve as a liaison between DoD and USAID's implementing partners

USAID often depends upon implementing partners to execute its development and humanitarian mission, including the United Nations and other International Organizations, for-profit entities, and not-for-profit Non-Governmental Organizations (NGOs). Many NGOs—especially the subset with a humanitarian focus—are concerned with maintaining independence from military forces when they occupy the same operational space. The 2007 publication, "Guidelines for Relations Between U.S. Armed Forces and Non-Governmental Humanitarian Organizations in Hostile or Potentially Hostile Environments," which was adopted by DoD and the group of NGOs under the InterAction umbrella, identifies USAID as a potential bridge between the U.S. military and NGOs in the field.[7]

As appropriate, USAID may serve as a liaison between DoD and USAID's implementing partners. In its engagements, USAID will seek suitable opportunities to provide information to DoD about the mission of NGOs; principles, roles, and best practices of humanitarian and development organizations; and USAID's important liaison role between the military and the broader NGO community.

[5]Department of Defense Quadrennial Defense Review 2014: http//www.defense.gov/pubs/2014_Quadrennial_Defense_Review.pdf
[6]For more on selectivity and focus and USAID's core development objectives, see USAID Policy Framework 2011-2015, pages 12, 14-16. http://www.usaid.gov/sites/default/files/documents/1870/USAID%20Policy%20Framework%202011-2015.PDF
[7] "Guidelines for Relations Between U.S. Armed Forces and Non-Governmental Humanitarian Organizations in Hostile or Potentially Hostile Environments," July 1, 2007. http://www.usip.org/publications/guidelines-relations-between-us-armed-forces-and-nghos-in-hostile-or-potentially.

4 OPERATING PRINCIPLES FOR USAID COOPERATION WITH DoD

The following operating principles will guide USAID personnel in their ongoing cooperation processes with DoD:

4.1 Collaborative organizational structures and personnel exchanges provide the foundation of effective cooperation at all levels

Cooperation with DoD works best when it is institutionalized at multiple levels. Standing working groups and other organizational structures can make cooperation systematic and routine. In Washington, USAID will cooperate with DoD representatives in both formal White House-led interagency processes as well as less formal processes, such as ad hoc working groups.

At overseas U.S. missions, USAID staff will cooperate with DoD officials assigned to the Country Team to develop cooperative approaches to country-specific development and security challenges through the Integrated Country Strategy process. "Country assistance" or "civilian-military" working groups have proven to be highly effective—especially when they have the active support of the Chief of Mission, as well as the USAID Mission Director and Senior Defense Official. USAID staff should seek Chief of Mission support for standing working groups deemed necessary to formalize civilian-military cooperation at the mission. In countries with a DoD presence beyond the Country Team, USAID staff will also cooperate as appropriate with deployed military staff and personnel. In some cases, USAID personnel may be assigned to civilian-military teams as directed by senior Agency leadership.

Susan Fine, USAID/Senegal Mission Director (left), Senegalese Minister of the Interior, Abdoulaye Daouda Diallo (center left), Senegalese Director of Civil Protection, Dame Gaye (center right), and U.S. Africa Command Chief of Humanitarian and Health Activities, Michael Hryshchyshyn (right) meet at the launch of the Republic of Senegal Disaster Preparedness and Response Exercise in Dakar, Senegal, June 2, 2014. Michael Hryshchyshyn, a USAID Foreign Service Officer, has a unique role within USAFRICOM managing the command's humanitarian activities portfolio. This position allows USAID great visibility, prominence and influence within the command.

Credit: U.S. Africa Command/Petty Officer First Class D. Keith Simmons

Map of USAID-DoD Current Strategic Liaison Relationships

★ PENTAGON

- USAID Senior Development Advisor to the Joint Staff, Pentagon
- USAID Deputy Development Advisor to the Pentagon
- USAID Humanitarian Assistance Advisor to the Pentagon

USPACOM

- USAID Senior Development Advisor to U.S. Pacific Command, Honolulu, Hawaii
- USAID Deputy Development Advisor to U.S. Pacific Command, Honolulu, Hawaii
- USAID Humanitarian Assistance Advisor - Military to U.S. Pacific Command, Honolulu, Hawaii (2 positions)
- *U.S. Pacific Command Liaison Officer to USAID* - Washington, DC

USSOUTHCOM

- USAID Senior Development Advisor to U.S. Southern Command, Miami, Florida
- USAID Deputy Development Advisor to U.S. Southern Command, Miami, Florida
- USAID Humanitarian Assistance Advisor - Military to U.S. Southern Command, Miami, Florida. (3 positions)
- *U.S. Southern Command Liaison Officer to USAID* - Washington, DC

Note: Mexico is part of the U.S. Northern Command area of operations, but is covered by USAID's staff based at U.S. Southern Command.

USCENTCOM

- USAID Senior Development Advisor to U.S. Central Command, Tampa, Florida.
- USAID Deputy Development Advisor to U.S. Central Command, Tampa, Florida
- USAID Humanitarian Assistance Advisor - Military to Central Command, Tampa, Florida. (2 positions)
- *U.S. Central Command Liaison Officer to USAID* - Washington, DC

USSOCOM

- USAID Senior Development Advisor to U.S. Special Operations Command, Tampa, Florida
- USAID Deputy Development Advisor to U.S. Special Operations Command, Tampa, Florida
- USAID Humanitarian Assistance Advisor - Military to U.S. Special Operations Command, Tampa, Florida. (1 position)
- *U.S. Special Operations Support Team Officer to USAID* Washington, DC
- *U.S. Special Operations Support Team Deputy Officer to USAID* - Washington, DC

USAFRICOM

- USAID Senior Development Advisor to U.S. Africa Command, Stuttgart, Germany
- USAID Deputy Development Advisor to U.S. Africa Command, Stuttgart, Germany.
- USAID Institution Building Chief to U.S. Africa Command, Stuttgart, Germany.
- USAID Humanitarian Assistance Advisor - Military to U.S. Africa Command, Stuttgart, Germany (1 position)
- *U.S. Africa Command Liaison Officer to USAID* - Washington, DC

USEUCOM

- USAID Senior Development Advisor to U.S. European Command, Stuttgart, Germany
- USAID Humanitarian Assistance Advisor - U.S. European Command, Stuttgart, Germany. (1 position)
- *U.S. European Command Liaison Officer to USAID* - Washington, DC

SERVICE LIAISONS

- *U.S. Navy Service Liaison Officer to USAID* - Washington, DC
- *U.S. Army Corps of Engineers Liaison Officer to USAID* - Washington, DC

Note: positions in italics are U.S. military officers or representatives who are stationed at USAID, positions not in italics are USAID positions who are stationed with the military. Other positions may take place on a case-by-case basis, or for a limited time.

Individual personnel exchanges provide an essential foundation for effective cooperation between USAID and DoD. As appropriate, USAID will continue to enter into agreements to exchange officers and place Senior Development Advisors, Deputy Development Advisors, and Humanitarian Assistance Advisors within DoD's Combatant Commands (CCMDs), the Pentagon, and elsewhere while hosting Military Liaison Officers from DoD to facilitate cooperation at USAID headquarters in Washington. These critical personnel exchanges achieve institutional objectives and facilitate cooperation with DoD across the Program Cycle—especially in assessment and planning.

4.2 USAID will cooperate with DoD across the USAID Program Cycle

USAID will focus its cooperation efforts on USAID's Program Cycle and corresponding DoD processes in order to foster better development and security results and impact. USAID will promote reciprocity and transparency across these key processes as the primary basis of our cooperation.

4.2(a) Cooperation with DoD begins with policy and strategy development

USAID cooperation with DoD at the headquarters level leads to policies and strategies for both organizations that are better aligned with national security objectives and more accurately reflect the role of each agency. USAID will invite DoD to provide inputs into the development of Agency policies and strategies, as appropriate. USAID will seek to inform DoD policies, strategies, and planning and programming guidance that affect USAID's development mission and objectives. USAID will focus cooperation on areas with the potential for greatest impact, including the Defense Strategic Guidance, Quadrennial Defense Review, and Guidance for the Employment of the Force, as invited by DoD. As appropriate, these efforts will include USAID outreach to DoD policy makers on relevant Agency policies and strategies.

4.2(b) Cooperation in each phase of the planning process underpins effective USAID-DoD cooperation

The essential first planning step is ***assessment and analysis***. Thorough assessment and analysis will foster mutual understanding of USAID's development objectives and DoD's military objectives, especially where they align and where they

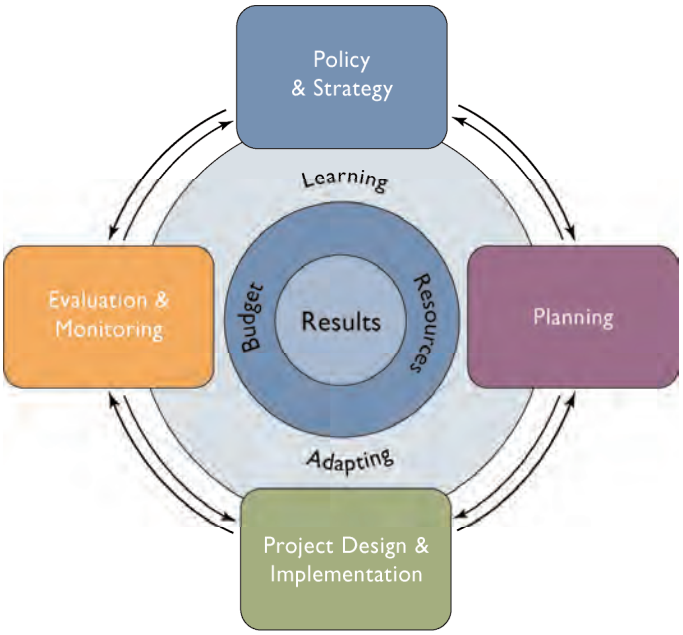


Figure 1: USAID Program Cycle

diverge. As appropriate, USAID will share assessments about the environments in which both agencies work in order to develop a common picture of the situation. When appropriate, USAID will also conduct assessments and mission analysis jointly or in close coordination with DoD in order to develop a shared understanding of the environment. USAID may benefit from DoD analytic capabilities, and DoD data collection resources such as geospatial imagery may be used to help fill in data gaps—especially when USAID personnel lack access to an area due to security issues or staffing limitations.

Strategic planning is the key to effective USAID-DoD cooperation and supports the Department of State-led Integrated Country Strategy process. USAID translates its policies and priorities into plans through the Country Development Cooperation Strategy (CDCS) process. DoD executes its own strategic guidance through Theater Campaign Plans and Country Plans. USAID will continue to cooperate with DoD by providing Agency inputs into DoD campaign planning efforts through its Senior and Deputy Development Advisors and Humanitarian Assistance Advisors located in the CCMDs. USAID will reciprocate by inviting DoD consultation on CDCS development and in the formulation of regional plans and

strategies at appropriate levels. DoD planning is conducted at the CCMD headquarters as well as at the mission. In addition to country team-based Defense Attaché Officers and Security Cooperation Officers, CCMD planners with responsibilities for the country should be invited by missions to consult as appropriate on CDCS development during Phase I and Phase II.[8] Consultations with CCMD planning staff shall not detract from CDCS development timelines established by the mission.

USAID and DoD may approach ***crisis planning*** differently. USAID Missions operating in conflict-affected or fragile states may apply a variety of planning processes, including developing transition strategies—especially when the likelihood of rapid changes to the country context requires crisis or scenario planning and a blend of relief and stabilization assistance. Missions may also update their CDCS in response to crises. DoD has a robust CCMD-based crisis action process to develop contingency plans. Some DoD contingency plans focus on countries where USAID does not have a mission. The scenarios on which they are based usually include major complex crises in which USAID would have an important role providing humanitarian assistance and restoring stability. As appropriate, USAID will seek access to DoD crisis planning efforts to help understand the security environment as viewed by the military. As appropriate, USAID will reciprocate by opening Agency transition and crisis planning processes to inform the military about how the Agency views opportunities for development and transition assistance.

Fourth and fifth grade students show crops grown from their garden on the grounds of Flanker Primary and Junior High School in St. James Parish, Jamaica, June 2013. USAID, DoD and the Jamaica Constabulary Force joined together to build a chicken coop and provide soil for the garden, which now provides breakfast to more than 300 students. The school is one of 54 in the country identified as being in a high crime and violent community, and receives support from USAID as part of the Caribbean Basin Security Initiative.

Credit: USAID/Kimberley Weller

4.2(c) Cooperation in program and project design and implementation can produce better development and security outcomes

Cooperating at the programmatic level can enable more effective and sustainable outcomes, mitigate the risk of unintended harm, and optimize the use of limited resources. As appropriate during project design, USAID personnel may consult with DoD counterparts to understand the relationship of USAID development programs to DoD programs. DoD policy requires USAID coordination and concurrence or non-concurrence for DoD's civilian assistance projects funded by the Overseas Humanitarian, Disaster, and Civic Aid (OHDACA) appropriation. USAID recognizes this requirement as a major step in USAID-DoD cooperation, and within resource constraints, will help shape projects in ways that advance U.S. government and host nation development goals while meeting DoD military objectives. As appropriate, USAID will also cooperate with DoD on security sector assistance, global health, and other sectors where their projects intersect. Finally, USAID will cooperate with DoD on programming as appropriate when a complex emergency or conflict requires such close coordination and alignment.

4.2(d) Cooperation on the evaluation and monitoring of plans, programs, and activities facilitates better understanding of results

USAID has a comparative advantage in measuring the outcomes, impact, and results of its international assistance programs and projects. USAID can employ its comparative advantage in evaluation and monitoring to help DoD better understand which of its plans and assistance programs are achieving their desired results and which ones are not effective. As resources permit, and as appropriate, USAID will

[8] USAID's Automated Directives System (ADS) 201 requires interagency consultation during Phase I and Phase II of the CDCS development process. This policy recognizes that DoD planning takes place at the CCMD as well as on the Country Team and that the CCMD perspective is important to the interagency consultation process.

Tom Frey (standing), a Joint Humanitarian Operations Course (JHOC) instructor, explains the roles and responsibilities of the various agencies and organizations supporting a humanitarian assistance/disaster relief operation to members of the Joint Enabling Capabilities Command's Joint Planning Support Element, September 2013. USAID's Office of U.S. Foreign Disaster Assistance Military Liaison Team provides the course over 100 times a year to military and civilian organizations. More than 12,000 military have received JHOC training since 2004. Based upon the success of this program, in 2014 USAID's Office for Civilian-Military Cooperation began to pilot a "Development in Vulnerable Environments" (DIVE) course designed to give military audiences a more comprehensive overview of USAID and its development mission.

share relevant evaluation and monitoring practices to facilitate learning and adaptation for future activities. USAID should also seek to leverage DoD data and data collection resources when they can be used to enhance Agency evaluations and monitoring efforts.

4.2(e) An emphasis on learning and adapting enables more effective cooperation when integrated throughout the Program Cycle

As the scope and intensity of interagency efforts in Iraq and Afghanistan lessen, learning opportunities for the next generation of USAID and DoD leaders to understand each other's roles and responsibilities, policies, strategies, planning, and programming will be increasingly important as interagency training opportunities decrease post-Iraq and Afghanistan. USAID will seek to improve the preparedness of Agency staff to cooperate with DoD across a broad range of missions and environments. USAID will continue to educate its personnel about working with the military and about DoD's unique roles and responsibilities. USAID personnel will be encouraged to take online or classroom Agency training on "Working with the Military." Within the limits of its human resources, USAID will continue sending students and faculty to DoD Professional Military Education institutions to enhance understanding of each other's roles, responsibilities, and missions and enhance the ability of USAID personnel to work with DoD as well as other interagency partners.

In accordance with Agency priorities and authorities, USAID will improve how it trains and educates military audiences to understand USAID's roles and responsibilities and how to work with USAID across the full range of environments.

Within the same constraints, USAID will support DoD processes of learning and adaptation by participating in DoD training, education, and exercises; doctrine development; knowledge sharing systems; and lessons learned efforts. USAID will prioritize learning opportunities in areas that maximize value for Agency personnel while minimizing the burden on scarce USAID resources. USAID will also focus Agency participation on those learning opportunities in which its personnel are afforded a chance by DoD to help shape the development of military curriculum, doctrine, and exercise scenarios from the earliest stage.

4.3 USAID cooperates with DoD across many environments, sectors, and issue areas

USAID and DoD work together in a wide range of environments ranging from fragile states - where roughly half of those living in extreme poverty reside - to those in crisis and conflict to more stable developing countries and those undergoing democratic transitions. USAID and DoD also work together across multiple sectors. DoD conducts significant programming in global health and the security sector focused primarily on military-to-military engagement, and its activities can also affect USAID development objectives in other sectors such as education and food security. Consistent with its legal authorities, USAID will cooperate with DoD in these sectors and across a number of issues, ranging from gender equality to science and technology and from countering violent extremism to conflict mitigation and management.

For more information on this policy, please contact the Office of Civilian-Military Cooperation in the Bureau for Democracy, Conflict, and Humanitarian Assistance, U.S. Agency for International Development at CMC@usaid.gov.

U.S. Agency for International Development
1300 Pennsylvania Avenue, NW
Washington, DC 20523

www.usaid.gov